

**COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

<b>(1) DEPARTMENT</b> Administrative Office	<b>(2) MEETING DATE</b> 9/23/2014	<b>(3) CONTACT/PHONE</b> Dan Buckshi 781-5011	
<b>(4) SUBJECT</b> Introduction of ordinances to amend the County Code by dissolving the General Services Agency and create four new departments including: General Services, Information Technology, Parks and Recreation, and Airports; create department head positions for each new department; and request to authorize the use of Alternative Publication Procedures to summarize the proposed amendments. Hearing date set for October 7, 2014. All Districts.			
<b>(5) RECOMMENDED ACTION</b> It is recommended that the Board: <ol style="list-style-type: none"> <li>1. Introduce and set the following ordinances for hearing on October 7, 2014:             <ul style="list-style-type: none"> <li>• Amend Chapter 2.11 Sections .010-.030 of the County Code related to the creation of the General Services Department, and the position of Director of General Services;</li> <li>• Add Chapter 2.09 Sections .010-.030 to the County Code related to the creation of the Information Technology Department, and the position of Director of Information Technology;</li> <li>• Add Chapter 2.15 Sections .010-.030 to the County Code related to the creation of the Parks and Recreation Department, and the position of Director of Parks and Recreation;</li> <li>• Add Chapter 2.17 Sections .010-.030 to the County Code related to the creation of the Airports Department, and the position of Director of Airports;</li> <li>• Amend Chapter 2.40 Section .060 of the County Code to reflect that the General Services Agency Director is eliminated and the Director of General Services, Director of Information Technology, Director of Parks and Recreation and Director of Airports are created, and clean up other outdated language;</li> <li>• Amend Title 11- Parks and Recreation, of the County Code to reflect the new position of Director of Parks and Recreation;</li> <li>• Amend Title 24- Airport Rules and Regulations, of the County Code to reflect the new position of Director of Airports.</li> </ul> </li> <li>2. Authorize that a display advertisement be published in a newspaper of general circulation in the County on or before October 2, 2014, indicating the general nature of the proposed County Code amendments that will be considered on October 7, 2014, can act as the alternative publication;</li> <li>3. Authorize that a display advertisement be placed in a newspaper of general circulation within 15 days after adoption of the proposed amendments by your Board. <input type="checkbox"/></li> </ol>			
<b>(6) FUNDING SOURCE(S)</b> FY 2014-15 Adopted Budget	<b>(7) CURRENT YEAR FINANCIAL IMPACT</b> \$453,600 initially and eventual decrease of \$282,380	<b>(8) ANNUAL FINANCIAL IMPACT</b> Roughly cost neutral	<b>(9) BUDGETED?</b> Yes
<b>(10) AGENDA PLACEMENT</b> <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. ____ ) <input type="checkbox"/> Board Business (Time Est. ____ )			
<b>(11) EXECUTED DOCUMENTS</b> <input type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input checked="" type="checkbox"/> Ordinances <input type="checkbox"/> N/A			
<b>(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR)</b> N/A		<b>(13) BUDGET ADJUSTMENT REQUIRED?</b> BAR ID Number: N/A <input type="checkbox"/> 4/5 Vote Required <input checked="" type="checkbox"/> N/A	
<b>(14) LOCATION MAP</b> N/A	<b>(15) BUSINESS IMPACT STATEMENT?</b> N/A	<b>(16) AGENDA ITEM HISTORY</b> <input checked="" type="checkbox"/> N/A    Date: _____	
<b>(17) ADMINISTRATIVE OFFICE REVIEW</b> This item was prepared by the Administrative Office			
<b>(18) SUPERVISOR DISTRICT(S)</b> All Districts			

# County of San Luis Obispo



TO: Board of Supervisors

FROM: Dan Buckshi, County Administrative Officer

DATE: 9/23/2014

SUBJECT: Introduction of ordinances to amend the County Code by dissolving the General Services Agency and create four new departments including: General Services, Information Technology, Parks and Recreation, and Airports; create department head positions for each new department; and request to authorize the use of Alternative Publication Procedures to summarize the proposed amendments. Hearing date set for October 7, 2014. All Districts.

## **RECOMMENDATION**

It is recommended that the Board:

1. Introduce and set the following ordinances for hearing on October 7, 2014:
  - Amend Chapter 2.11 Sections .010-.030 of the County Code related to the creation of the General Services Department, and the position of Director of General Services;
  - Add Chapter 2.09 Sections .010-.030 to the County Code related to the creation of the Information Technology Department, and the position of Director of Information Technology;
  - Add Chapter 2.15 Sections .010-.030 to the County Code related to the creation of the Parks and Recreation Department, and the position of Director of Parks and Recreation;
  - Add Chapter 2.17 Sections .010-.030 to the County Code related to the creation of the Airports Department, and the position of Director of Airports;
  - Amend Chapter 2.40 Section .060 of the County Code to reflect that the General Services Agency Director is eliminated and the Director of General Services, Director of Information Technology, Director of Parks and Recreation and Director of Airports are created, and clean up other outdated language;
  - Amend Title 11- Parks and Recreation, of the County Code to reflect the new position of Director of Parks and Recreation;
  - Amend Title 24- Airport Rules and Regulations, of the County Code to reflect the new position of Director of Airports.
2. Authorize that a display advertisement be published in a newspaper of general circulation in the County on or before October 2, 2014, indicating the general nature of the proposed County Code amendments that will be considered on October 7, 2014, can act as the alternative publication;
3. Authorize that a display advertisement be placed in a newspaper of general circulation within 15 days after adoption of the proposed amendments by your Board.

## **DISCUSSION**

The General Services Agency was formed in March of 2008. Formation of the Agency involved the combination of the Information Technology Department with the General Services Department which consisted of airports, parks, construction services, central mail, facilities maintenance, custodial services, purchasing, property management, energy management, reprographics, and fleet. The primary goals of the formation of the Agency were to consolidate the administrative and financial support systems within the two departments, reducing expenses, enhancing collaboration and communication within and between the two departments, providing internal departments with consistent, quality customer service, and unifying the position of General Services Director and Chief Information Office into one position.

Unfortunately, the goals of the formation of the Agency have not been realized as intended. In addition, there has been a long standing discussion about whether Parks and Airports should be part of a larger agency or if they should be

standalone departments. The dissolution of the Agency and creation of four independent departments (General Services, Information Technology, Airports and Parks and Recreation) will allow for more direct oversight of the departments, consistent with the relationship that other operating departments have with the County Administrative Office. This reorganization will also enable departmental staff to focus more specifically on their constituents and areas of expertise and responsibility. One of the goals of the dissolution of the Agency is to improve services in several key areas, including the management of the County's capital projects program.

The dissolution of the General Services Agency and creation of four new departments will occur in phases. The first phase includes amendments to the County Code to legally dissolve the Agency and Agency Director position and to create the four new departments noted above, as well as the department director positions to oversee the new departments. Future phases will include organizational changes that are necessary to support the new, independent departments, as well as the realignment of fiscal and administrative capacity which is mostly centralized within the Agency.

#### County Code Changes

This item introduces and sets for hearing, the necessary ordinances to amend the County Code to enable the dissolution of the General Services Agency and creation of four new departments: General Services, Information Technology, Parks and Recreation, and Airports. The proposed ordinances are included as Attachments 1-14. A summary of the necessary changes is as follows:

<b>Code Sections to be Amended</b>	
<b>Code Section</b>	<b>Summary of Changes</b>
<b>2.11.010-</b> Office and department created	Eliminates the General Services Agency and General Services Agency Director position and creates the General Services Department and Director of General Services position. The Director of General Services will act as the Purchasing Agent, pursuant to Chapter 2.36 of the County Code. The Director will be appointed by, and serve at the will and pleasure of the County Administrative Officer, at a salary to be set by the Board.
<b>2.11.020-</b> Qualifications for director of general services	Reflects qualifications for the Director of General Services rather than General Services Agency Director.
<b>2.11.030-</b> Duties of Director of General Services	Reflects duties of the Director of General Services rather than General Services Agency Director.
<b>2.40.060-</b> Classified and unclassified service	Eliminates General Services Agency Director and add new positions of Director of General Services, Director of Information Technology, Director of Airports, and Director of Parks and Recreation, and clean-up other outdated language.
<b>Title 24-</b> Airports	Removes reference to the General Services Director and rename the Airports Manager to Director of Airports. No substantive changes are made.
<b>Title 11-</b> Parks and Recreation	Removes reference to the General Services Agency Director and rename the Deputy Director of Parks to Director of Parks and Recreation. No substantive changes are made.
<b>Code Sections to be Added</b>	
<b>Code Section</b>	<b>Summary of Changes</b>
<b>2.09.010-</b> Office and department created	Creates the Information Technology Department and Director of Information Technology position. The Director will be appointed by, and serve at the will and pleasure of the County Administrative Officer, at a salary to be set by the Board.
<b>2.09.020-</b> Qualifications for director of information technology	Establishes qualifications for the Director of Information Technology.
<b>2.09.030-</b> Duties of director of information technology	Establishes duties of the Director of Information Technology.
<b>2.15.010-</b> Office and department created	Creates the Parks and Recreation Department and Director of Parks and Recreation position. The Director will be appointed by, and serve at the will and pleasure of the County Administrative Officer, at a salary to be set by the Board.
<b>2.15.020-</b> Qualifications for director of parks and recreation	Establishes qualifications for the Director of Parks and Recreation.
<b>2.15.030-</b> Duties of director of parks and recreation	Establishes duties of the Director of Parks and Recreation.

<b>2.17.010-</b> Office and department created	Creates the Airports Department and Director of Airports position. The Director will be appointed by, and serve at the will and pleasure of the County Administrative Officer, at a salary to be set by the Board.
<b>2.17.020-</b> Qualifications for director of airports	Establishes qualifications for the Director of Airports.
<b>2.17.030-</b> Duties of director of airports	Establishes duties of the Director of Airports.

Per Government Code §25123, the ordinances cannot be effective for at least 30 days from the date of final passage. If your Board approves the changes on October 7, 2014, changes would take effect on November 6, 2014.

#### Creation of New Positions

At the October 7, 2014 hearing, the Board will also be asked to consider approving the creation of, and set the salary for, the four new Director positions to oversee the departments and to make necessary changes to the Position Allocation List (PAL) to reflect addition of these new positions. No action is recommended on September 23, 2014.

The existing organizational structure of the General Services Agency includes an Agency Director who directly oversees four Deputy Directors who are responsible for the day-to-day operations of General Services (including Central Mail, Purchasing, Finance, Property Management, Fleet Services, Architectural Services, Building Maintenance, and Utilities/Energy), Information Technology, Parks (including Golf) and Airports. The dissolution of the Agency will result in the elimination of the Agency Director position, and the addition of four new Director positions who will have a greater level of authority and responsibility for the new departments than the existing Deputy Directors. Recommended changes to the PAL include:

#### **Fund Center 113- General Services**

- -1.0 FTE General Services Agency Director
- +1.0 FTE Director of General Services

#### **Fund Center 114- Information Technology**

- +1.0 FTE Director of Information Technology

#### **Fund Center 305- Parks**

- +1.0 FTE Director of Parks and Recreation

#### **Fund Center 425- Airports**

- +1.0 FTE Director of Airports

The organizational structure of the new departments is in the process of being developed and any additional changes to the PAL, including but not limited to, the elimination of the existing General Services Agency Deputy Director positions, totaling 4.0 FTE, will be brought before the Board in subsequent phases of the Agency dissolution.

#### **OTHER AGENCY INVOLVEMENT/IMPACT**

Both County Counsel and Human Resources have assisted in the development of the proposed ordinances to amend the County Code. County Counsel also reviewed the ordinances as to form and legal effect. Human Resources has conducted salary studies to determine the appropriate salary ranges for the new Director positions, and has prepared the resolutions to establish the new positions, set the salary range and bargaining unit for each, and make necessary amendments to affected Position Allocation Lists.

On August 28, 2014, the County's Parks and Recreation Commission unanimously voted to recommend that the Board of Supervisors create the Parks and Recreation Department and position of Director of Parks and Recreation (staff report included as Attachment 15). The Parks and Recreation Commission has long supported the creation of a standalone Parks and Recreation Department.

#### **FINANCIAL CONSIDERATIONS**

The dissolution of the General Services Agency and creation of four independent departments is expected to be relatively cost neutral once all necessary organizational changes are made and the realignment of the existing Agency's fiscal and administrative capacity to the new departments has occurred. The PAL changes that will be recommended on October 7, 2014 will have the following financial impact:

Phase 1	Salary	Benefits	Total Compensation
<b>Eliminated Position</b>			
General Services Agency Director	(\$ 170,061)	( \$89,262)	(\$ 259,323)
<b>Added Positions</b>			
Director of Airports	\$ 99,574	\$ 58,387	\$ 157,961
Director of General Services	\$ 125,507	\$ 70,360	\$ 195,867
Director of Information Technology	\$ 125,507	\$ 70,360	\$ 195,867
Director of Parks and Recreation	\$ 102,181	\$ 61,047	\$ 163,228
<b>Net Change</b>			<b>\$ 453,600</b>

The Human Resources Department conducted salary studies to determine the appropriate level of compensation for the Director positions. The salaries listed above are based on market studies and are aligned internally with the salaries of other department heads in the County.

As noted above, the existing General Services Agency Deputy Director positions will be eliminated in future phases of the Agency dissolution process, as the organizational structures for the new departments are developed. The current total annual cost (salary and benefits) for the four Deputy Director positions is \$735,980; once those positions are eliminated, the net reduction in cost will be approximately \$282,380. As noted above, additional changes will be made in the future and it is anticipated that the net staffing costs will be roughly cost neutral.

## **RESULTS**

This item introduces and sets for hearing the amendment and addition of various County Code sections on October 7, 2014. Approval of the proposed ordinances to amend the County Code will enable the dissolution of the General Services Agency and the creation of the new departments of General Services, Information Technology, Parks and Recreation, and Airports, effective 30 days after passage. These organizational changes are intended to improve customer services by eliminating a layer of management, reducing bureaucracy, and by improving the oversight and delivery of capital projects.

## **ATTACHMENTS**

1. Ordinance to amend Sections 2.11.010, 2.11.020 and 2.11.030 of the County Code- clean version
2. Ordinance to amend Sections 2.11.010, 2.11.020 and 2.11.030 of the County Code- strikethrough version
3. Ordinance to add Sections 2.09.010, 2.09.020 and 2.09.030 to the County Code- clean version
4. Ordinance to add Sections 2.09.010, 2.09.020 and 2.09.030 to the County Code- strikethrough version
5. Ordinance to add Sections 2.15.010, 2.15.020 and 2.15.030 to the County Code- clean version
6. Ordinance to add Sections 2.15.010, 2.15.020 and 2.15.030 to the County Code- strikethrough version
7. Ordinance to add Sections 2.17.010, 2.17.020 and 2.17.030 to the County Code- clean version
8. Ordinance to add Sections 2.17.010, 2.17.020 and 2.17.030 to the County Code- strikethrough version
9. Ordinance to amend Section 2.40.060 of the County Code- clean version
10. Ordinance to amend Section 2.40.060 of the County Code- strikethrough version
11. Ordinance to amend Title 11 of the County Code- clean version
12. Ordinance to amend Title 11 of the County Code- strikethrough version
13. Ordinance to amend Title 24 of the County Code- clean version
14. Ordinance to amend Title 24 of the County Code- strikethrough version
15. Parks and Recreation Commission Staff Report- August 28, 2014
16. Fund Center 113 PAL Resolution
17. Fund Center 114 PAL Resolution
18. Fund Center 305 PAL Resolution
19. Fund Center 425 PAL Resolution
20. Organizational Charts (current and proposed)

